

# NOTES

TO: Honorable ~~Mayor~~ and City Council Members  
FROM: Ann E. Wall, City Manager  
DATE: February 28, 2018  
SUBJECT: Materials for Your Information

Please find attached the following materials for your information:

1. A memo from Eric Griffin, Fire/Rescue Chief, regarding Greenville Fire/Rescue accreditation process update
2. A memo from Christian Lockamy, Senior Economic Developer, regarding the Mayor business letter campaign
3. A memo from Mark Holtzman, Police Chief, regarding 2017-2019 three-year strategic plan updates
4. A memo from Mark Holtzman, Police Chief, regarding an update on body-worn cameras

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Attachments

**FIRE-RESCUE**

MEMORANDUM

TO: Ann Wall, City Manager

FROM: Eric Griffin, Fire/Rescue Chief *EG*

DATE: February 27, 2018

SUBJECT: Greenville Fire/Rescue Accreditation Process Update

Greenville Fire/Rescue is pleased to announce that we have advanced to the next to the last phase of the Commission on Fire Accreditation International (CFAI) accreditation process. Accreditation is a comprehensive self-assessment and quality improvement model that enables organizations to examine past, current, and future service levels and internal performance and compare them to current research and industry best practices. This process leads to a more efficient and effective emergency service organization. Over the past three years, the department has been completing very detailed work in accordance with the Center for Public Safety Excellence's Accreditation Program, administered by the CFAI which allows fire and emergency service agencies to compare their performance to:

- Determine community risk and safety needs and develop community-specific Standards of Cover and Strategic Plan.
- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

The department has set an internal goal to sit before the CFAI Commission, which is the final step for accreditation approval, as early as March 2019, but no later than the commission's fall 2019 meeting. As we continue to serve this great community, we look forward to continuously enhancing the services that we provide.



*Find yourself in good company*

**MEMORANDUM**

**TO:** Ann Wall, City Manager  
**FROM:** Christian Lockamy, Senior Economic Developer *CL*  
**DATE:** February 26, 2018  
**SUBJECT:** Mayor Business Letter Campaign

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Beginning in February 2018, letters are being sent to businesses that have expressed interest in or are in the process of locating/expanding a business in Greenville. As of February 26<sup>th</sup>, 21 letters have been drafted and mailed. Recipients include 2017 applicants and winners of the City's Small Business Plan Competition, the State of N.C. Building Reuse Grant, and recent winners of two local pitch competitions.

These letters show support from the Mayor and the City Council in fostering a business-friendly environment. The recipient is thanked for their interest or investment in our city and is provided with the Mayor's email address and personal cell phone number. An example is attached for reference.

Attachment



**OFFICE OF THE MAYOR**  
City of Greenville, NC

19 February 2018

Dear George & Al:

I recently learned that you have expanded Caremaster in the City of Greenville. This is fantastic news! Greenville means business, and your expansion will be making a significant contribution to our efforts to revitalize the private sector in our city.

In the last decade, Greenville has experienced tremendous growth. Greenville is the economic hub of eastern North Carolina, and businesses like yours enhance that reputation. As a city, we are demonstrating our commitment to making Greenville more enticing for businesses by offering low tax rates, low utility rates, and an overall low cost of business. Additionally, we continue to make street light improvements, provide grants to assist new and existing businesses, and streamline our services for local businesses.

As a small business owner, I understand the journey you're embarking on and wish you nothing but the best. Rest assured that my colleagues on City Council and I stand with you and shall do everything in our power to support your efforts with pro-business policies and prudent governance.

If I can ever be of assistance, please feel free to give me a call on my personal cell phone at (252) 414-2337 or email me at [pjconnelly@greenvillenc.gov](mailto:pjconnelly@greenvillenc.gov).

Once again, guys, thank you—and good luck!

Yours truly,

Mayor P.J. Connelly  
City of Greenville, N.C.

# Memorandum

TO: Mark Holtzman   
Chief of Police

FROM: T.D. Sauls, Jr.  
Deputy Chief of Police

DATE: February 7, 2018

SUBJECT: 2017-2019 Three Year Strategic Plan Updates – Version 3

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As 2017 comes to a close for the calendar year I would like to provide you with an update regarding progresses related to the department's three year strategic plan. As you are well aware we based the development of the plan around the six pillars of the 21<sup>st</sup> Century Policing Plan created by the administration of former President Barack Obama. Each of the pillars created an opportunity for our department to self-assess and work towards accomplishing numerous action items. This memorandum will detail each goal and denote the action items accomplished to this point.

## I. Building Trust and Legitimacy

By increasing our transparency, mitigating implicit biases, curtailing disrespectful language and constantly seeking ways to include the public in our decision making processes and policy development, the Greenville Police Department hopes to build public trust and legitimize the agency. Seven (7) action items accompany this goal:

1. Increase local recruiting efforts to support/create diversity in the workplace  
- ACCOMPLISHED
2. Increase the number of Youth Citizen's Police Academy sessions  
- ACCOMPLISHED
3. Create a community outreach position to focus on young adult males  
- ACCOMPLISHED
4. Assign liaisons to established special interest groups  
- ACCOMPLISHED
5. Implement a mobile application for use by the public  
- NOT ACCOMPLISHED/EXTENDED UNTIL JANUARY 2019
6. Expand the police explorers program  
- ACCOMPLISHED
7. Compile a bias-based policing report  
- UNDERWAY BY ECU

## **II. Policy and Oversight**

This goal has at its core the sanctity of life of all citizens with regard to use of force policies and overall transparency in the development of policy and procedures. There are four (4) action items associated with this goal:

1. Use regular PCRC meetings to garner public input
  - ACCOMPLISHED
2. Improve information release related to corrective action of police officers
  - COMPLETED
3. Develop guidelines to improve procedural justice in department internal affairs investigations
  - DUE JANUARY 2018, NOT COMPLETE, EXTENDED UNTIL JANUARY 2019
4. Contract with the Technical Assistance Branch of DOJ to review high liability policies
  - DUE JUNE 2018, NOT COMPLETE, EXTENDED UNTIL JUNE 2019

## **III. Technology and Social Media**

Implementation of technologies that promote openness and provide ease of access is the purpose of this goal. There are twelve (12) action items related to this goal:

1. Continue to pursue secure communication for mobile and portable radios
  - COMPLETED
2. Research night vision and thermal imaging to aid in search and rescue operations
  - ACCOMPLISHED
3. Implement advanced laser/digital crime and crash scene mapping
  - ACCOMPLISHED
4. Research mobile fingerprinting capabilities
  - COMPLETED
5. Upgrade the technology in the mobile command post
  - UNDERWAY/C.I.P. SUBMITTED FOR '19-'20 BUDGET
6. Investigate the use of a city-wide crime alert system
  - NO ACTION AT TIME OF REPORT
7. Create a library of promotional and educational videos
  - ACCOMPLISHED
8. Explore grants to implement gunshot technology
  - ONGOING PURSUIT OF PARTNERSHIPS AND GRANTS
9. Expand the license plate reader program
  - ACCOMPLISHED
10. Improve efficiency and safety of police operations through the use of GPS
  - ACCOMPLISHED
11. Research the feasibility of driver's license scanners for police vehicles
  - COMPLETED

12. Implement new software upgrades for dispatch, field reporting and records management
  - UNDERWAY AT TIME OF REPORT

#### **IV. Community Policing, Crime and Crash Reduction Strategies**

The Greenville Police Department has at its very foundation a desire to work more closely with the community we serve to define problems and develop collaborative solutions. Community Policing is our guiding principle and the manner in which we will build the public's trust and thereby reduce crime. There are nine (9) action items associated with this goal:

1. Complete community service projects using CPTED principles in each zone
  - ACCOMPLISHED
2. Continue to convert all lighting owned by the City of Greenville from conventional into LED
  - ACCOMPLISHED/UNDERWAY
3. Increase community outreach opportunities with the Chief of Police
  - ACCOMPLISHED
4. Explore the use of police auxiliary officers
  - ONGOING
5. Implement a "night-out" event at each of the three substations
  - ACCOMPLISHED
6. Extend ECU's jurisdiction to include the ability to respond city-wide
  - ACCOMPLISHED
7. Implement a red-light camera program and crosswalk enforcement zones
  - RED LIGHT PROGRAM ACCOMPLISHED/CROSSWALK ENFORCEMENT ZONES PENDING
8. Explore the use of virtual neighborhood watches
  - COMPLETED
9. Create a customer feedback process as part of the quality assurance policy
  - ACCOMPLISHED

#### **V. Officer Training and Education**

The objective in this goal is to train officers in various aspects such as crisis intervention, fair and impartial policing, conflict resolution and de-escalation so that they might be the best trained, most well-rounded officers possible. There are five action items related to this goal:

1. Continue to implement Crisis Intervention Training for all essential personnel
  - ACCOMPLISHED/UNDERWAY
2. Pursue training for all department personnel in de-escalation and verbal conflict resolution
  - ACCOMPLISHED

3. Utilize firearms training to enhance officer's ability to counter active shooters and terrorist threats
  - ACCOMPLISHED
4. Improve emergency medical training
  - ACCOMPLISHED/CONTINUED ANNUALLY
5. Explore an incentive program for officers to address tenure, training, education, and to ensure officers remain employed by the Greenville Police Department.
  - COMPLETED

## **VI. Officer Safety and Wellness**

Good nutrition and good overall physical fitness are paramount in a job such as law enforcement. Death of officers while on duty can be mitigated by proper sleep, proper nutrition and by focusing on strategies designed to reduce mental health issues. There are seven (7) action items associated with this goal:

1. Use call center routing to divert non-emergency calls away from the telecommunicators
  - ACCOMPLISHED
2. Develop a committee to study, test, and recommend department needs to the Chief
  - ACCOMPLISHED
3. Expand the training unit
  - NOT ACCOMPLISHED AT TIME OF REPORT/EXTENDED TO SEPTEMBER 2018
4. Increase staffing numbers in the telecommunications center
  - NOT ACCOMPLISHED AT TIME OF REPORT
5. Review shift schedules that promote healthier living
  - COMPLETED
6. Explore the possibility of a physical fitness incentive
  - NOT COMPLETED AT TIME OF REPORT
7. Maintain a minimum sworn ratio of 2.2:1000, sworn officers to members of the city population
  - ACCOMPLISHED

The department is well on track to accomplish all of the items determined during the planning session for this three year strategic plan. There are indeed a couple of the action items that will be difficult but I firmly believe all can be accomplished by December of 2019 when the current plan will expire. Should you have questions or concerns about the current standing of the department with regard to the strategic plan I remain available for discussion.

# Memorandum

**To:** Ann Wall, City Manager  
**From:** Mark Holtzman, Chief of Police   
**Date:** February 24, 2018  
**Subject:** Update on Body-Worn Cameras

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Last fall, the final phase for implementation of body-worn cameras was completed and all officers with the Greenville Police Department (GPD), including detectives, narcotics agents, and other specialized units, were equipped with body-worn cameras. As a result, GPD policies on use of body-worn cameras have been updated.

The first update relates to review of footage for quality assurance purposes. Previously, the Strategic Services Lieutenant would randomly select an officer and review several hours of video from the assigned body-worn camera. Now with every officer having a body-worn camera, the policy is being updated to ensure each officer's footage is being reviewed as part of their annual evaluation. Lieutenants will now conduct random reviews for every officer, within their respective bureau, a minimum of once a year.

Criteria that will be considered are officer safety, professional courtesy/demeanor of the officer, policies being followed, and application of the law. This information will be reviewed with the officer and incorporated into their annual evaluation. The information will also be compiled to prepare a departmental annual report on use of body-worn cameras. Additionally, GPD has met with the City's Internal Auditor to add yet another layer of accountability and transparency in our body-worn camera program. An internal audit is tentatively planned for this spring.

Other updates include guidelines for non-uniformed personnel, specifically the Task Force Officers (TFOs) assigned to the Federal Law Enforcement Agencies such as the FBI, DEA, and ATF. Currently, federal policies prohibit TFOs from wearing body worn cameras, issued by their local agencies, while they are participating in an active case investigation with the assigned agency, in their capacity as a TFO.

The United States Department of Justice is currently working on a written policy that will address the use of body-worn cameras during federal investigations. While they understand that the use of body-worn cameras is expanding, not only with local law enforcement agencies in North Carolina but also across the nation, the Federal policy remains that federal agents are not using this equipment so they do not allow any officers assigned to their agencies to utilize them during operations/investigations. GPD's policy relating to body-worn cameras is being updated to reflect this stipulation.

Additionally, the current retention schedule for body-worn camera footage is based on the type of crime or incident contained in the video. All videos that are tagged "misdemeanor" will be retained for a period of three years. After the three year period, the video will be deleted only leaving the label of the video that was previously recorded. All videos that are tagged "felony" will be retained indefinitely unless ordered for destruction by court order. All "other" videos that are not tagged by an officer will be retained for a period of 60 days. At that time the video will be deleted and only a video label will remain indicating that there was a video previously recorded.